

DATE: February 14, 2006

TO: Golf Advisory Council

FROM: Mark Woodward CGCS, Golf Operations Manager

SUBJECT: Changes to Proposed Five Year Business Plan

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Attached is a copy of the revised Proposed Golf Operations Five Year Business Plan. Based on input from the Golf Advisory Council and others, changes were made to the plan. Listed below are the key changes made to the document along with the page number where the change can be found.

- Decrease in percentage for Balboa Park Complex Non-Resident rates (pg. 29)
- Junior Monthly Ticket (pg. 29)
- Average budgeted cost for preparing the course for a round – Balboa Park (pgs. 30 & 73)
- Increase in the base rate for Balboa Park 18-hole Resident rate – all other rates impacted based on specific percentages (pg. 33)
- Decrease in Balboa 9-hole rate (pg. 33)
- Average budgeted cost for preparing the course for a round – Mission Bay (pgs. 35 & 74)
- Average budgeted cost for preparing the course for a round – Torrey Pines North (pgs. 39 & 75)
- Decrease in the base rate for Torrey Pines North Resident rate – all other rates impacted based on the specific percentages (pg. 40)
- Average budgeted cost for preparing the course for a round – Torrey Pines South (pgs. 41 & 75)
- Increase in base rate for Torrey Pines South Resident rate in FY 10 – all other rates impacted based on specific percentages (pg. 43)
- Definition of a round of golf (pgs. 50 & 51)
- Torrey Pines Men's Club and Women's Club allocation returned to current level (pgs. 56 & 58)
- Explanation of benchmarking process (pg. 61)
- Rent and Food and Beverage percentages paid by other courses (pgs. 71 & 72)
- Full 15 Year Capital Improvement Program (pgs. 77 & 78)

I look forward to discussing the Proposed Plan at the next GAC meeting on February 21, 2006 at 7:00 PM. The meeting will be held at the Metro Operations Center 9192 Topaz Way San Diego, CA 92123.

Mark Woodward CGCS, Golf Operations Manager  
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